

Chairs Agenda- Greater Lincolnshire LEP Board Meeting
Wednesday, 4th November 2015 (10.00am to 1.00pm)
Room E1, Enterprise Building, University of Lincoln

| Time | Item | Lead | Web links and additional Information |
|--------------|--|--|---|
| 10.00 | GLLEP Formal Director's Business – Welcome by the Chair <ul style="list-style-type: none"> • Apologies for Absence and Declarations • Minutes of the previous meeting of 10/09/15 (Director and Board) • Directors Vacancies and matters arising | Chair – Ursula Lidbetter | <p>All Members – Paper 1 attached</p> <p>All Members – Paper 2 attached</p> |
| 10.10 | Update from LEP Director | Ruth Carver | All Members – Paper 3 attached |
| 10.20 | Report from the Scunthorpe Tata Steel Task Force | Cllr Rob Waltham | Board Members only – Verbal Update |
| 10.40 | Infrastructure Priorities To agree a long list of transport and rail schemes | Richard Wills | All members – Paper 4 attached |
| 11.00 | Developing the Visitor Economy | Chris Baron and Lydia Rusling | All members – Paper 5 attached |
| 11.30 | The Value of Nature Tourism | Fran Smith – Greater Lincolnshire Nature Partnership | All members – Paper 6 attached |

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|--------------|---|-------------------------|--------------------------------|
| 11.50 | Reviewing Post 16 Education Training | Herman Kok/Clare Hughes | All members – Paper 7 attached |
| 12.10 | Peer Review Update | Andy Gutherson | Verbal Update |
| 12.20 | AOB and close | All | |
| 12.30 | Lunch | | |

Additional Papers for information:

AP1 – CCF Learning and Dissemination Study Lincolnshire

AP2 – Media Report

Attendees: Board: Ursula Libbetter (Chair) , David Dexter (Deputy Chair), Chris Baron, Cllr Lady Redfern, Cllr Bob Adams, Andy Orrey, Pat Doody, Cllr Colin Davie, Cllr Dave Watson, Mark Tinsley, Richard Wills, Dr Tony Hill, Herman Kok, Pete Holmes (observer)

Apologies Received: Prof Mary Stuart, Ian Munnery (resigned)

Dates of Next Meetings: 28th January 2016 – venue to be confirmed

LEP Directors present :

Ursula Lidbetter (UL) Chair), Richard Wills (RW), Dr Tony Hill (TH), Mark Tinsley (MT),
Cllr Colin Davie (CllrD), Cllr Rob Waltham (CllrW), Cllr Dave Watson (CllrWa),
Cllr Bob Adams (CllrA), Herman Kok (HK), David Dexter (DD), Andy Orrey (AO), Pat Doody (PD)

Apologies from Directors:

Cllr Liz Redfern (CllrR), Marcus Walker (MW), Prof Mary Stuart (MS), Ian Munnery (IM), Chris
Baron (CB)

Apologies from Others

Sarah Hendry (SH)

Observers:

Pete Holmes (PH), BIS

LEP

Ruth Carver (RC), Jon Burgess (JBu) and Sue Groves (SG) Note Taker

In Attendance for specific items:

Maria Machancoses (MM), Midlands Connect, Lee Summersgill (LS), Gleeds, Ian Harrison (IH)
and Richard Colley (RC), UKTI, Clare Hughes (CH), LEP

Officers:

Angela Blake (AB), (North East Lincolnshire Council)

Actions

Welcome by the Chair – Ursula Lidbetter

The Chair welcomed everyone.

Declarations, Minutes and Matters Arising

The Chair stated that if Lincoln Transport Hub, Tentercroft Street East West Link and
Enterprise Zones were to be discussed, she would have to declare an interest and leave the
meeting. Declarations to be recorded within the minutes.

Representatives from North Lincolnshire and North East Lincolnshire Councils also declared
an interest in Enterprise Zones.

Directors Business

See separate Directors Minutes.

Board Meeting

The minutes of the meeting on 9 July 2015 were agreed as drafted, subject to amendments.
Both these and the agenda are to be published on the LEP website – all present agreed they
were happy for these to be published.

Matters Arising

- Future meetings to be arranged for next year, with two possibly being on a Friday so that local MPs would be able to attend. Letters have been sent to local MPs to inform them of ongoing LEP work.
- The Innovation Council is being moved forward by MS and the first meeting is due to be held in October and will report to the Board in November.
- European funding to be discussed at the November meeting.
- A date for the Strategy Away Day to focus on strategic priorities for SEP update, future Growth Deal, EU funding and devolutions is still to be set.

Formal Directors Business

- Ruth Carver updated the Board on activities undertaken since the last Board meeting.
- Cllr Bob Adams and Cllr Dave Watson to be fully incorporated onto the Board.
- Due to an increased workload, Neil Corner from Siemens, has resigned from the Board. An open recruitment process is being carried out to find a replacement and it is hoped that the new member will attend the November meeting. The Chair and Board wishes to extend their gratitude and wish him all the best for the future.
- Following the retirement of Andy Baxendale, it was agreed that Pat Doody be invited to take up the vacancy, this was approved by the LEPs Appointment Committee. This will improve the links through to the ESIF Committee, which Pat chairs.
- It was agreed at the last meeting that Streets would carry out a verification exercise of the core accounts for 2014/15. This will take place during September.

Operational Report

- RC highlighted the fact that LEP Business Live is to take place on 23 October.
- Midlands LEPs have lobbied Government previously for Government backed Growth Commission to be included in the Autumn statement. There are 6 key items that have been announced, ie, skills, finance, etc.
- The Minister for Business Innovation and Skills has taken an interest in the Midlands Engine and is keen to drive forward, LEP have been asked what their ideas are and how they can be developed, ie, manufactory, visitor economy. It is important that local partners stress the importance of the Midlands Engine potential and encourage MPs to participate in lobbying for this. There is also a need to stress the important of connectivity to ports and food corridors within Greater Lincolnshire as part of the key economic impact within the Midlands Region.
- The Board approved a GLLEP contribution of £20k to design a prospectus and evidence base to build up a business case for the Treasury on the Midlands Engine (all 11 LEPs in the Midlands Region have agreed to this).
- PH said that initial proposals should be submitted to the Government, including finance, innovation, transport, connectivity, etc, and that formal bids are to be received by 22 October. He suggested that a prospectus be developed for GLLEP (by December) and that he would be willing to meet up to discuss beforehand.
- UL said we should ensure that GLLEP is heard and RC said that priority should be given to take this forward.
- CD said that GLLEP would need to be prepared to have a central role and MT stated that resources would be needed if we went alone and that work would need to be done to justify the costs.

Infrastructure

Transport Priorities

- It was acknowledged that powers to do transport sit with local authorities or statutory transport bodies, but the key role for LEP in helping local authorities should take into account the needs for growth as part of future transport plans. More work is needed to understand the future role of rail, ports and airports.
- The LEP transport strategy should pick up localised priorities for future improvement through future Growth Deal investment and should include focus of exiting junction improvements as a means of reducing congestion.
- The Board endorsed the transport plan as an agreement on local strategic priorities and agreed to receive the full rail report at the November meeting.
- It was also agreed that the strategy should link to the devolution deal.

Midlands Connect

- Maria Machancoses gave a presentation to the board which focusses across the East and West Midlands on transport priorities, arising out of Midlands Connect.
- The medium term focus is looking to influence new infrastructure commitments from 2020 – with technical detail on scheme requirements by the end of 2016.
- The Government has been critical of previous "wish list" approach to transport schemes.
- Future business case work needs to focus on what drives the demand for faster journeys and shorter travelling times (beyond presentation of network usage data), and also needs to clarify what economic impact future improvements to the network will deliver for the region and UK as a whole, ie, what is needed, where, why and by when.
- It is important that Greater Lincolnshire is recognised as providing access to ports and rural markets/supply chains. East-West connectivity also needs to be improved.
- Strategic Corridor (number 4) included for Lincolnshire as Nottingham-Newark-Lincoln-Ports.
- Need to talk to neighbouring LEPs as part of building up strategic case for investment, ie, development of Midlands infrastructure also key to successful delivery and connectivity of growth in South East and Northern Powerhouse.
- Midlands Connect due to be launched on 22nd October, following completion of technical studies by the end of September. There are plans for a summit in December 2015 to improve engagement with LEPs, local authorities and businesses
- £5m that was allocated to Midlands Connect in July Budget was to help build up business cases for future investment. Future funding will be allocated nationally, on a competitive basis.

Enterprise Zones

- This was chaired by MT as UL, RWa, AB and DW had left the room after declaring an interest.
- Lee Summersgill from Gleeds attended the meeting for this item.
- Advice has been commissioned through Gleeds to determine commercial viability of sites in Greater Lincolnshire to progress as an Enterprise Zone.
- A number of Expressions of Interest were received in August and was shortlisted, with the assistance of Gleeds.
- Recommendations were based on the detailed guidance, provided by DCLG, on assessment criteria and application process.
- The Board approved the submission of two full applications; Lincoln Science and Innovation Park (including Brayford Campus) and Food Cluster. The Lincoln Science and Innovation Park is to be prioritised due to it offering greater additionality.

| | |
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| <ul style="list-style-type: none"> Challenges around supporting district authorities to develop plans for future investment opportunities noted due to lack of capacity at the local level to progress schemes. The final date for the bid is 18 September 2015. PH said that the Enterprise Zone Team at BIS are willing to look at draft bids before they are submitted. Those who declared an interest then re-joined the meeting for the following items. | |
| <p><u>Devolution</u></p> <ul style="list-style-type: none"> It was acknowledged that the document, that had been previously circulated, is a means of starting a conversation with Government and not binding on any of the partners who signed it. The LEP Board endorsed the submission, which was welcomed as a positive sign of intent and ambition that will be recognised by the Government. The timing of the submission will also help with future negotiations as part of the Comprehensive Spending Review. The future process is currently being discussed by Ministers. PH stated that it may be useful to have private sector members of the Board available at a moment's notice to travel to meet with Ministers when requested, as they may want to talk or have a presentation regarding the geographical spread of public and private sector. He also stated that the bid should have a clear position on governance as this is important. There will be a need to evidence strong local agreement on policies, priorities, cost of the overall ask and subsequent outcomes for both the local place and Government as part of our offer. Support and clarity of consensus from private sector is also critical. Government will be keen to understand and test the proposed models of governance that will be offered. PH stated that proposals should be ambitious and that Devolution leads are encouraged to meeting with DCLG to develop the thinking on governance structures and will also need to be clear on understanding the quantum of financial asks, eg, multi-year settlement, and what this will deliver to Government as part of our negotiations. PH to arrange a meeting. Some existing structures may form part of the overall governance model, eg, LEP, Regional Flood and Coastal Committee, with different groups taking on responsibility for different areas. MT believes that a combined Economic Development Group is critical to cover the Greater Lincolnshire area. BA said that the District Councils believe the bid should not be county only, but must have the District Councils of Board and that all issues must be agreed by Legal Services. CllrD stated that he chairs the Economic Development Committee and that City of Lincoln are always ready to progress schemes whereas some District Councils are not always ready. | |
| <p><u>UKTI</u></p> <ul style="list-style-type: none"> Ian Harrison and Richard Colley from UKTI gave a presentation on UKTI services and activity in the East Midlands. UKTI targets include double the value of UK exports to £1 trillion by 2020. Services include export advice, trade promotions, trade advisors (3 covering Lincolnshire), market intelligence/research, sales leads and distribution support. Keen to deliver new activity which supports Strategic Economic Plan. Memorandum of Understanding signed between lead partners which outlines out future investment priorities. | |

| | |
|--|--|
| <ul style="list-style-type: none"> • Recognised that local firms need targeted support around raising awareness and confidence to export, as well as identifying specific sales leads; • UKTI team worked with 229 unique companies in Lincolnshire in 2014. Further events planned with Chamber and LEP (including Business Live on 23rd October); • Major publicity also expected around Exporting is Great campaign; • Links with signing of recent trade deal with Lincolnshire and Hunan province. • It was agreed that they would supply further information that can be circulated. • MT stated that working examples are needed to show the food industry that it is important and that they need to export more and they need to get the confidence of industry and needs to be driven and supported. | |
| <p><u>Skills Strategy</u></p> <ul style="list-style-type: none"> • LEP endorsed development of updated skills strategy, which is due to be signed of at next Employment and Skills Board. • LEP is keen to encourage better links between skills and education providers. • Strategy identifies good delivery against realistic targets – especially apprenticeships. • More work is needed to explain the value of visitor and care economy to tackle perception of low wage, low skilled employment. • Also agreed to change the language used in relation to high and low skills, to more accurately reflect nature of specialist skills required within different industry groups. • Additional insert to be added to reflect newly released guidance on Area Based Reviews, which will help local areas to shape and reshape what services are offered to businesses through a review of current provision and the institutional health of existing providers. • Also need to clarify actions and how strategy will take forward government's emerging policy landscape to determine the future skills offer. • Skills Board to meet again with devolution team to ensure all future needs and plans are captured. • Recognised that productivity is number one priority of new parliament. | |
| <p><u>Any Other Business</u> None</p> | |
| <p><u>The meeting was closed</u></p> | |

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Chairperson

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Date

Welcome and Attendance

Ursula Lidbetter is appointed chairperson of the meeting and chaired the meeting throughout. The chairperson should report that due notice the meeting has been given and that a quorum is present. Accordingly, the chairperson declares the meeting open.

Record attendees/apologies/declarations of interest

Minutes of Previous Board

Review, agree and Chair's signature required on Director's minutes.

Recruitment & Resignations

Cllr Bob Adams and Cllr Dave Watson have been formally incorporated as GLLEP Directors and logged with Companies House dated 9th July 2015 and Pat Doody similarly on 10th September 2015.

A recruitment process was run through September to fill the vacancy left by Neil Corner and 3 responses were received. The candidates were all of a very high standard with multiple skills to offer and the Appointments Committee are still considering the applications. Other roles within the LEP may be offered to unsuccessful candidates as appropriate to harness the interest and skills on offer.

Core Funding and SEP Funding 2015-16

These funds are used for our operational costs. We received our allocation of £500,000 cash at the beginning of the financial year and are required to match this with a further £250,000 which can come from cash spend or in kind funding.

Activity has continued on delivering the agreed business plan targets and actual expenditure for the period to 8th September is shown below:

| CORE FUNDING | BUDGET (£) | EXPENDITURE TO DATE (08/09/15) |
|--|-----------------|--------------------------------|
| Area 1 LEP Executive (staffing) | 245,531 | 50,030 |
| Area 2 Company requirements (insurance/legal) | 7,000 | 2,654 |
| Area 3 Operation of the LEP: Comms, Events & Lobbying Activity | 42,467 | 26,082 |
| Area 4 Sector or Issues Expenditure Budget | 182,002 | 40,000 |
| Area 5 Delivery of Growth Deal 1 & 2 & ongoing development | 23,000 | 0 |
| Total | £500,000 | £118,766 |

There is some delay with some payments showing on the system, hence the relatively low expenditure to date.

Agresso Update

Board members will be aware that LCC transitioned to a new financial system on the 1st April 2015. As with many new system transfers this experienced some initial problems especially with the payments and reporting mechanisms. Assurances were made to the Finance and Audit Committee that these are being considered at the highest level with an action plan in place for resolution.

Cash Balances

At the beginning of 15/16 the cash balances were £10,457,954 and are broken down as follows:

| Earmarked Cash Balances | | |
|--|--|--------------------|
| Cash Balance Name | Purpose | £ |
| LE Funding to LEP | Match for Financial instrument | £78,396 |
| Local Transport Fund | Operational Budget for the Local Transport Board | £36,579 |
| Growing Places Fund | Invest to Grow Loan Fund and management | £6,100,000 |
| Sites and Premises Study | Earmarked reserve for Sites and Premises Study | £25,000 |
| Sub Total | | £6,239,975 |
| Available Cash Balances | | |
| Growing Places Fund | Invest to Grow Loan Fund and Management | £3,711,526 |
| LEP General | LEP Operation | £506,453 |
| | Sub Total | £4,217,979 |
| Total held on cash balances by the Accountable Body | | £10,457,954 |

Growing Places Fund

The following table shows the breakdown of the Growing Places fund for the 15/16 financial year.

| Forecast 15/16 | Allocation | Balance Released |
|--|-------------------|------------------|
| Sleaford Pedestrian Bridge | £1,500,000 | |
| Boston Quadrant | £3,500,000 | |
| Bomber Command Memorial | £800,000 | £700,000 |
| Feasibility Fund allocation | £300,000 | |
| Available balance for additional loans | £3,711,526 | |
| TOTAL | £9,811,526 | £700,000 |

To date a loan of £700,000 has been released to the Bomber Command Project. Repayment is expected within 5 years of the sign agreement (May 15). Contracts have been exchanged with Chestnut Homes Ltd to fund part of the Boston Quadrant project. The accountable body will release and monitor loan repayment as part of the Single Local Growth Fund submission.

Cash Management

The Finance and Audit Committee received a report detailing a proposed Cash Balance policy which once adopted will be reviewed on an annual basis. The accountable body seeks on a yearly basis to evidence how much interest is made on each of the cash balances and how much it costs the County Council to run the balances and accountable body function for the LEP. Any excess interest generated on all cash balances excluding the Growing Places fund is to be put on reserve, using the agreed reserves policy.

The Finance and Audit Committee reviewed and agreed the above. The full report is available upon request.

Recommendation

The Board is invited to note the contents of this report.

Summary of Items

This report provides an update of key LEP activity since the September Board meeting. All items are for information.

Operational activity post previous GLLEP Co Ltd Board meeting

Growth Deal project development and further contracting, Company Ltd Board changes, ESIF Committee and ESIF Strategic Review Group meetings occurred, LEP Business Live 15, Annual review published, Agri-tech and AIC event development, further FEZ progress, Devolution bid and ministerial meetings, EZ bid submitted, Growth Hub workshops, EU funding workshops begun (LEADER.

Events attended include; Midlands Connects dinner; LEP conference.

Meetings taken place include; Ministerial visits; Midlands Connect; Food Board; Transport board; web refresh; HCA; LEP Officers; Enterprise Zones; Devolution; ESIF; EMC; Water Management group; Skegness Countryside business park; Midlands Engine Ministerial Meetings, Agri-tech Workshop; FEZ groups; DEFRA visit.

Strategic Items

Midlands Connect

Midlands Connect is part of the "Powering the Midlands Engine for Growth", recently announced by the Chancellor. Midlands Connect is a partnership of the local authorities and the LEPs across the East and West Midlands. The Midlands Connect partnership promotes transformational transport improvements (corridors and hubs) to unlock the untapped economic potential of the region and help re-balance the UK economy as a whole. The LEP and the Local Authorities are part of the partnership and need to play a full role. Government in the summer budget announced £5 million commitment of additional funding for Midlands Connect to help the Midlands develop its vision and strategy for transforming transport connectivity across the region in order to drive economic growth.

In developing a transport strategy for the Midlands, the MC Partnership has identified six guiding principles and a work programme based on these principles:

- Midlands Connect is a critical element of the Midlands Engine. Work to develop connectivity priorities will be fully integrated into the wider Midlands Engine programme;
- The Midlands will maximise the economic impact of existing transformational investment commitments, including HS2, through integrated growth strategies;
- The Midlands will articulate the economic and productivity case for further transformational investment in the region;
- Midlands Connect will continue to add value to and build upon work already undertaken by Highways England, Network Rail and HS2;

- The Midlands will continue to deliver consensus, with one voice from the Midlands on matters of strategic transport infrastructure; and

Collaboration across the Midlands has already commenced including on transport through Midlands Connect, the collaboration of the M6 Universities to specifically develop the energy accelerator, and support to business based on a Midlands-wide access to finance programme. This provides us with an initial platform on which to grow our collaboration and partnership.

Midlands partners will continue working together and with Government to develop appropriate models of devolved governance to enable effective decision-making, facilitate infrastructure delivery and unlock sustainable economic growth.

Agri-Food Board

Mark Tinsley chaired this board on 6th October. Key actions arising were:-

- Push GL to become the food capital of the UK
- Push skills forward around this
- Become a UK centre of excellence for food skills
- GLLEP to write to DEFRA re 25 year plan and push the commercial agenda
- Produce a shared agri-food prospectus for use in education – ages 4-18
- Encourage shared HE/ FE provision and more partnerships
- Cluster development – focus on key areas ie FEZs
- Develop promotional film targeted at school children and 6th formers
- Apprenticeship focus. Government are pushing to treble apprenticeships in the food sector and there may be funding opportunities.
- Improve pathways/ become a centre for soft skills. Support employer and business buy in.

LEP Business Live – Friday 23rd October 2015 – EPIC Centre

This paper will be circulated prior to Business Live taking place with the Board meeting happening shortly after. We are expecting the highest turnout ever this year with 244 delegates registered and a considerable number of exhibitors. The theme this year is celebration and pride, and will include a business round up by Charlie Walker, Editor, Lincolnshire Echo, and an exhilarating keynote speech by Jas Hawker – ex Red Arrow, as well as Ursula's impressive annual round up. This year we are kicking off with a fun facts quiz and are also including private sector led, round table discussions in the seven zones.

After lunch, we are also holding a fringe food event upstairs with food sector businesses and stakeholders who wish to participate. A verbal feedback will be provided at the Board meeting.

Please attend if you can and we let us know if you have not yet registered and wish to do so.

Communications

This has been a busy two months. Key activity includes:-

- Photo library review and commissioning

- Agri-tech PR and advertising
- Edited copy for Business Live and Annual Review
- Devolution messages and quotes
- Growth Deal news releases (Boole/ Bishop Burton/ Anniversary)
- News releases including; Business Live; Boole demolition; Women's enterprise; Board recruitment
- Ongoing website review

More detail can be found in the additional papers pack - Media report

FUNDING ITEMS

Growth Deal

Progress: Seven growth deal schemes starting in 2015/16 have now been contracted, and several of these schemes are now progressing on site. Boole Technology Centre demolition works well underway, and Look North did a TV piece on the project in early October. Bishop Burton College is moving forward with the delivery of its Phase 2 campus at Riseholme, and after a delayed start, Grantham Southern Relief Road Phase 1 works are progressing well. Three housing schemes from the Unlocking Rural Housing Programme will be delivering new affordable homes in Skegness and Boston this financial year, and the Boston Quadrant infrastructure project begins on site in November. The east foul sewer for Phase 1 of Tentercroft Street Growth Corridor is also nearly completed and Phase 2 should be in a position to be presented to Investment Board for approval by the end of the year. Contractual negotiations on the Skegness Countryside Business Park project continue.

Annual Conversation: BIS Local will lead a formal conversation with GLLEP once a year to review progress on growth deal delivery over the previous year and to confirm LEP's ambitions for the following year. Where relevant the annual conversation may also pick up other local growth programmes – for example devolution deals. For 2015/16 this will be held in November/December to follow the Spending Review.

The annual conversation is a two way conversation enabling a shared understanding of how each LEP is progressing with delivery on key local growth programmes, and areas where Government can do more to support delivery. Under discussion will be the next year's allocation and spend profile, delivery milestones and expected programme outputs. BIS Local will also want to cover governance and management of the deal, delivery to date, and any specific issues relevant to the Greater Lincolnshire deal.

Though BIS Local will chair the meeting, input from the LEP Chair will be expected; reflecting on progress during the year and raising any points / lessons GLLEP might like Government to take away. Our BIS Local RM and deputy director will both be present for the annual conversation. The LEP Chair will be joined by the Head of the Accountable Body, the LEP Director and the LEP Programme Manager.

In January, BIS Local will write an official note of the conversation covering key points and any agreed actions which will be sent to GLLEP, and the Accountable Body.

Subject to the outcome of Spending Review, government expect to be able to confirm the next year's allocation for all LEPs following the annual conversation, with grant offer letters issued in February. BIS Local RMs will work with Cities and Local Growth Unit and other Government colleagues to implement any actions that Government has agreed to take forward.

GLLEP One Year Growth Deal Signing Anniversary: On the 21st October GLLEP will be celebrating its first year signing ceremony anniversary for Growth Deal. This event will be marked with press

releases from DCLG and GLLEP, with a more formal mention taking place at the LEP Business Live event in the Epic Centre on the 23 October.

ESIF

European Regional Development Fund: the ESIF Sub-Committee have reviewed the first call for activity where projects requesting over £15 million of grant funding have been asked to come forward to full application stage. Projects will be appraised nationally and contracts should start to be awarded towards the end of the calendar year/start of 2016. The results of the first early calls were extremely positive with three priorities being over-subscribed and the confirmation of increasing the allocation in two Priority Axes encouraging our stronger expression of interests to come forward to full application. Further calls for activity are likely to be announced at the end of November 2015.

European Agricultural Fund for Rural Development: A call was issued to provide support for micro, small and medium sized businesses in the agri-food sector seeking to expand and create jobs. 5 projects have passed the initial scoring criteria, requesting over £1.7m of funding. These schemes will be submitting full applications and contracts should be awarded towards the end of the calendar year/start of 2016. A further call has been announced which is tourism focused with £300k targeted at business development grants and £450k targeted at tourism infrastructure. The closing date is 27th November. The Managing Agent is to advise when we can open up other calls for activity.

European Social Fund: Initial approval for Opt-in activity around supporting skills & training development for people in work is £9,666,667 and £3,244,424 to provide skills and training for the unemployed. The Big Lotter Fund will be supporting hardest to reach back into work where £2,371,000 has been committed with full contracted amounts being finalised by January 2016. DWP activity is to support the individual with wrap around support, particularly where there are significant barriers that mainstream does not touch where there is a notional allocation of £2,250,000 which is being agreed.

LEADER: LCC have signed the contracts with the RPA for our 4 LEADER areas and they are currently with the national team waiting for final sign off. We have had 3 events to publicise the programme (24th September 2015 Bourne Corn Exchange, 29th September Gainsborough Old Hall, 13th October Admiral Rodney, Horncastle) to local businesses and communities and all three events have been over-subscribed which indicates a very high level of interest in the fund. Once the national launch has been delivered on 14th October 2015 (this was anticipated to be an earlier date) and we have our final contracts signed off we will be able to start accepting applications for funding. We anticipate this being mid November 2015.

Coastal Communities Fund

There will be updates to report for the next Board meeting on this fund. In the meantime please see enclosed in the Additional Papers pack the report on the success of the previous round of CCF.

PROJECT ITEMS

Business Lincolnshire Growth Hub

Formally launched at LEP Business Live, Business Lincolnshire Growth Hub provides information for all sectors at all growth stages, and provides access to a targeted package of information, diagnostic, advisory, coaching and business development programmes.

A massive 99% of Greater Lincolnshire businesses (44,000 of you), are small or medium sized businesses and the Business Lincolnshire Growth Hub now provides an essential platform of tailored advice, finance, training and solutions.

To date we have engaged with 268 businesses; 139 of these have received tailored face to face support; 119 have received a comprehensive company growth diagnostic and 10 have had their training needs analysed.

This is a fantastic free resource offering one to one advice and support through the www.businesslincolnshire.com website. A number of free masterclasses have also been launched, taking place between November 2015 – March 2016, for our businesses community to sign up to.

Enterprise Zones

As per the LEP Board approval on the 10th September, we submitted two strong bids to Government on the 18th September under the new Enterprise Zone bidding round. Our two bids (if successful) will deliver:

i) Lincoln Enterprise and Innovation Zone

A 48 hectare site encompassing the University of Lincoln Brayford Campus and phases 1-4 of the Lincoln Science and Innovation Park. It will provide the commercial incentives, infrastructure and investments that are required to:

- Deliver the first Science and Innovation Park and new employment offer in the LEP area, with a focus on supporting priority growth sectors in Advanced Engineering, Manufacturing, Life Sciences and Food Manufacturing;
- Harness the full potential of the University of Lincoln (as an active anchor institution) to increase business productivity and higher skilled employment through knowledge transfer and industry collaboration;
- Support two of the main drivers of the LEP and the Midlands Engine for Growth through the creation of a high-skill, technology driven hub that will drive skills development and innovation (research and development) on a pan-Midlands basis;
- Provide a strong image of vibrancy and opportunity for Lincolnshire and Greater Lincolnshire as an outstanding place to do business.

ii) Food Cluster

The proposed Enterprise Zone consists of five sites in North and North East Lincolnshire which will deliver significant growth and increased productivity within local agri-food businesses, which is recognised as a priority growth sector within the Greater Lincolnshire LEP's Strategic Economic Plan. The financial analysis demonstrates that the combined cluster has the potential to create c8,000 jobs over a 25 year period, delivering in excess of 400,000m² of development into the North and North East Lincolnshire areas with a potential capital investment of over £250m.

We expect formal announcement of the successful schemes within the Autumn Statement on the 25th November.

Recommendation

The board is invited to note the contents of this report.

Key Dates for the Diary 2015

LEP Network Conference and Chairs Dinner– 20th October – Central London – Ursula, Ruth and Kate

LEP Business Live 15 at Lincolnshire Showground ALL

LEP Strategic Away Day – 4th November (post LEP Board)

Midlands Insider Breakfast Event – Double Tree, Lincoln - 6th November All

Chancellors Autumn Statement – 25th November

Growth Hub Board – 16th December – Prof Mary Stuart

INFRASTRUCTURE SUPPORTING GROWTH – TRANSPORT STRATEGY

Why transport is important

- 1 Business leaders in Greater Lincolnshire have consistently identified two significant enablers for prosperity; good connectivity; and employees with appropriate skills. Connectivity includes access to high speed telecommunications. However, accessibility through transport is usually cited as the highest priority. Many of our growth sectors rely on good transport; especially food manufacturing and tourism. Connectivity is important to attract skilled employees and ensure that they have access to a good quality of life. Making these linkages is essential to delivering an increase in average pay levels and overall rise in the GVA levels around Lincolnshire.
- 2 Some policy makers seem to expect that transport projects will be funded by growth. It is true that this does (and probably should) happen. However, for Greater Lincolnshire, it is more probable that growth will occur when there is better transport provision. Transport is an enabler that can provide the right conditions for development and private sector investment.
- 3 We should expect developers who benefit from public sector investment to contribute to the costs of provision. This can be achieved through agreements with Local Planning Authorities. The Development Industry cannot be expected to deliver the full costs of this burden and the overall viability of development proposals is affected by the level of the demands placed upon them. Local Planning Authorities must demonstrate that Local Plans in respect of the policy ask are viable.
- 4 Local Enterprise Partnerships do not directly control transport. Roads are managed by local authorities and Highways England. Network Rail owns railway infrastructure and Train Operating Companies run train services. Ports and airports are operated by the private sector. Nevertheless, our transport strategy can help partners gain funds for projects that contribute to Greater Lincolnshire's economic sustainability, growth and prosperity. The role of the Transport Board should be re-assessed in order to ensure that the appropriate and effective influence is made by the Local Authority representatives on the Board.
- 5 The Greater Lincolnshire LEP will mainly press for investment within its own area. However, business may operate across administrative boundaries and can be affected by transport provision quite remote from here. So, it is also important to work with other authorities and agencies to influence those who can improve accessibility into and beyond Greater Lincolnshire.

- 6 The GLLEP has already supported successful bids for transport investment through various funds, most notably the Local Growth Fund. It recognises the pre-eminent role of councils in developing transport strategies through their Local Transport Plans. The GLLEP should identify economic priorities and assist local authorities to develop complementary transport strategies. Similarly, the GLLEP would wish to identify its priorities to help shape the plans of Highways England, Network Rail, Train Operating Companies and other transport operators. By identifying priorities, the opportunity will exist to ensure that the Government control of funding can be influenced.

Developing a Greater Lincolnshire Strategy

- 7 Ideally, the GLLEP should develop an Integrated Infrastructure Investment Strategy, which would embrace all types of infrastructure; transport, power, water and flood defence. This would be informed by our sector and place priorities for economic growth. There may be other drivers that will ultimately shape investment, such as social need and environmental imperatives. Hence it will be important to work with councils and other parts of the public sector.
- 8 Rather than wait for a fully comprehensive policy, we should publish those elements that we can establish quickly. The GLLEP's strategies should be aspirational and succinct. The GLLEP should be clear about who is then commissioned to work up the detail of the projects to provide clarity and confidence about the delivery of those projects within a prioritised delivery programme.
- 9 Good progress is already being made. There is a Water Resources Group. A Rail Feasibility Study has been commissioned and is reporting back. The GLLEP works closely with upper tier councils on transport and highways and has held a workshop that crystallised some of the roads priorities.

Overall Context

- 10 All modes of transport are important, but realistically roads are likely to be the most used mode and the easiest to influence. Work is required to evidence current usage levels and should be commissioned.
- 11 Our railways are already important, but we believe that they could contribute even more to sustainable prosperity, in particular servicing the ports of Grimsby and Immingham. A rail study is to be presented for consideration by the GLLEP Board as a starting point for a Rail Prospectus.
- 12 We also believe that international visitors will value the accessibility provided by expansion of services at Humberside Airport. There is a need to understand the wider significance of other local airports, eg, freight capacity at East Midlands and the use of other national airports for recreational use. The GLLEP should support the development of a coherent UK airport strategy to ensure that the full economic benefits of the sector are realised locally.
- 13 Greater Lincolnshire is a large place and it will not be possible to improve every part of the road network. However, if over the next 20 years, we could improve some key corridors and encourage major investment around these, we would have a transport network that would support a sustainable economy.

- 14 The current round of Local Plan production is promoting the delivery of around 100,000 new homes within the GLLEP area. The Local Plans must demonstrate that there is a delivery strategy in place to provide this housing. A critical aspect of that delivery strategy is the need to ensure that there is the necessary infrastructure being provided. The National Planning Policy Framework creates a severity test against which the planning authority must assess the acceptability of development proposals against highway impact. There is a need to ensure that transport infrastructure improvements occur in areas where growth is being promoted to mitigate the local impacts of the growth on the network.

Regional Strategies

- 15 Midlands Connect is part of the "Powering the Midlands Engine for Growth", recently announced by the Chancellor. Midlands Connect is a partnership of the local authorities and the LEPs across the East and West Midlands. The Midlands Connect partnership promotes transformational transport improvements (corridors and hubs) to unlock the untapped economic potential of the region and help re-balance the UK economy as a whole. The LEP and the Local Authorities are part of the partnership and need to play a full role. Government in the summer budget announced £5 million commitment of additional funding for Midlands Connect to help the Midlands develop its vision and strategy for transforming transport connectivity across the region in order to drive economic growth.
- 16 In developing a transport strategy for the Midlands, the MC Partnership has identified six guiding principles and a work programme based on these principles:
- Midlands Connect is a critical element of the Midlands Engine. Work to develop connectivity priorities will be fully integrated into the wider Midlands Engine programme;
 - The Midlands will maximise the economic impact of existing transformational investment commitments, including HS2, through integrated growth strategies;
 - The Midlands will articulate the economic and productivity case for further transformational investment in the region;
 - Midlands Connect will continue to add value to and build upon work already undertaken by Highways England, Network Rail and HS2;
 - The Midlands will continue to deliver consensus, with one voice from the Midlands on matters of strategic transport infrastructure; and
 - Midlands partners will continue working together and with Government to develop appropriate models of devolved governance to enable effective decision-making, facilitate infrastructure delivery and unlock sustainable economic growth.

Northern Powerhouse

- 17 Northern Lincolnshire is part of the "Northern Powerhouse" and is the economic powerhouse of the Humber estuary. It is the European Gateway for the north of England and is the major ports and logistics hub serving continental Europe.

- 18 Located on the south bank of the Humber estuary, we are at the centre of an emerging £100 billion offshore wind market. This brand new sector has the potential to transform the North's manufacturing and engineering sectors and create new supply chains.
- 19 Our role in the region is clear and very important. 200 miles from Edinburgh, London and Rotterdam and within 24 hours from a European market of 170 million people.
- 20 Our ports, energy, chemical and food sectors are of national and regional significance. We need to ensure that we provide the right conditions for their growth, and create the conditions for local businesses to supply and to support growth in these sectors. We will play a pivotal role in delivering the potential of the Humber's "Energy Estuary", working with partners in all sectors across the Humber. The Humber is now the new centre for offshore gas production in the southern North Sea.
- 21 The south bank of the Humber has nationally unique assets and also dominates trade and logistics on the river. More than two thirds of all the Humber's freight is based on the south bank of the estuary. Immingham/Grimsby Port complex is the busiest UK port by tonnage and is the 4th largest port in Europe. Our transport and logistics infrastructure deliver a quarter of all UK freight capacity. Northern Lincolnshire's rail and road infrastructure provide the natural trans-Pennine corridor for freight and logistics from the Humber to the Mersey. Humberside Airport is the North's major airport hub to northern Europe providing 3 daily flights to Amsterdam and is the 2nd largest helicopter facility in the UK.
- 22 Northern Lincolnshire has the natural assets to deliver transformational growth for the northern economy. The south bank of the Humber is the last area of undeveloped deep water estuary in Europe – some 4 square miles. This site is now set to deliver over 10,000 new jobs and stimulate the ports and logistics sector across the northern UK. The South Humber Bank is the UK's largest employment site and will deliver Europe's largest offshore wind park and a 1,229 acre port and logistics park. It is 70% bigger than Thames Gateway. We have transformational developments planned along our estuary stretching 8 miles north from the Port of Grimsby. We are unique in having the ports size and scale to make a modal shift in north-south modal transport to develop trans-Pennine logistics and decongest the south east ports and connecting motorways.
- 23 Our two large urban areas of Grimsby/Cleethorpes and Scunthorpe are in close proximity to this estuary powerhouse. These two large towns have a combined population larger than many English cities. Both regional centres have plans to deliver urban renaissance and ambitious large scale housing projects and are well served to provide the necessary infrastructure required to support major growth. Behind our ports hinterland sits 400 square miles of attractive countryside and coast, quality landscapes and vibrant market towns and villages within a thriving rural economy and strong tourism base.
- 24 Northern Lincolnshire comprises the unitary authorities of North and North East Lincolnshire and has a combined and growing population of 330,000 people. These Councils have a long standing and successful record of partnership and joint working.

Roads Investment Strategy

RECOMMENDATION:

That the Board consults the highways authorities in its area to determine whether they would endorse the proposed roads strategy indicated in the box below:

Our roads investment strategy

Our Roads Strategy identifies key corridors within Greater Lincolnshire that are most likely to contribute to growth in existing centres and along which new growth could be prioritised. We aim to encourage investment in and around the following routes:

- **South Humberside Corridor:** M180/A180 from A1 to Grimsby;
- **East Midlands Coastal Way:** A46 Newark to Lincoln and A158 Lincoln to Skegness
- **Mid-Southern Lincolnshire Corridor:** A17 Newark to Kings Lynn;
- **Ermine Street North Corridor:** A15 Lincoln to M180 to Humber Bridge;
- **Lincoln Corridor** – A46 to and around Lincoln

SUPPORTED BY KEY LINKS

- A52 Grantham to Boston Link
- East Coast Link: A16 Peterborough to Grimsby

We will seek to ensure effective linkages and connectivity between these key corridors

It is assumed that existing commitments such as Grantham Southern Relief Road, or the South Humber Link Road or Holbeach Peppermint roundabout are delivered.

Suggested new schemes to support Growth across Greater Lincolnshire, recognised that these schemes are in a long list and not prioritised.

| Term | Suggested Schemes – No particular order |
|--|--|
| Short to medium term, ie, within this parliament | <p>Lincoln Southern Bypass phase 1 – phasing details being finalised. Estimated total scheme cost £60 to £90 million – Gateway to Lincolnshire</p> <p>Junction Improvements to the A46 around Lincoln – Carholme roundabout and beyond – non Highways England schemes estimated costs £? – Gateway to Lincolnshire.</p> <p>Junction Improvements to the A17 – costs to be</p> <p>Junction Improvements to the A16/A17 Sutterton Roundabout to reduce delays and improve safety. This is currently looking to be in the £0.5m - £1m range.</p> <p>Access to the ports at Grimsby and Immingham – Midlands Connect ask.</p> |

| | |
|---------------------------------------|--|
| | <p>Lincolnshire Lakes infrastructure – on the current Strategic Network and related to the M181 de-trunking etc) - tbc</p> <p>Town centre improvement in Scunthorpe – tbc</p> <p>Highways England</p> <p>A46 from Pennells roundabout to Whisby Road dualling</p> <p>Junction improvements at Newark A1/A17/A46 – Midlands Connect ask – Highways England working through options.</p> <p>Brigg Relief Road</p> <p>A1077 South Ferriby – Improvements to alleviate flood risk</p> <p><u>Rail</u></p> <p>Improvements at Barnetby Station for connections to Humberside International Airport.</p> <p>Regular hourly (or bi-hourly) services between Barnetby and Newark (via Lincoln). This service is currently on an ad hoc service pattern, deterring passengers, we would like to see a "regular" service as part of the new EMT franchise.</p> <p>Improvements to South Humber TPE service through new franchise (starting 2016).</p> <p>Better connectivity to Northern towns and cities at Doncaster Train Station.</p> |
| Longer term asks – beyond 2020 | <p>Lincoln Southern Bypass phase 2 - estimated total scheme cost £60 to £90 million.</p> <p>Improvements to the A15 north of Lincoln and connections to the M180 – estimated costs to be worked up in relation to deliverable segments of the corridor.</p> <p>Improvements to A158 at Wragby – Bypass – estimated costs to be determined.</p> <p>Improvements at Horncastle on A158 – Bypass junction improvements - estimated costs to be determined.</p> <p>Spalding Western relief - £</p> <p>Skegness distributor road - £</p> <p>Boston distributor road - £</p> <p>Highways England</p> <p>South Humber Gate Infrastructure improvements, including dualling Rosper Road.</p> |

| | |
|--|--|
| | <p>A1077/B1216 Neap House junction improvements.</p> <p>Access improvements to Sandtoft Industrial Estate.</p> <p>A180 & A1136 – resurfacing</p> <p>A180 Westgate Roundabout – part signalisation</p> <p>A180 Pyewipe Roundabout – part signalisation</p> <p>A1136 Great Coates Road/Wybers Wood – signal junction revision</p> <p>Western Relief Road Phase 1 – subsequent phases in later years</p> <p>Great Coates Interchange – upgrade required for Europacc IV</p> <p>South Humber Bank Link Road</p> <p>Immingham Eastgate</p> <p>Peaks Parkway/Weelsby Road – signal junction amendments</p> <p>Westward Ho/Chelmsford Avenue – mini roundabout to full roundabout conversion</p> <p>Riby Crossroads – joint scheme with North Lincolnshire</p> <p>ABLE UK Cycle Link</p> <p>Cycle Rail Scheme – Grimsby Town train station to Garden Street footway</p> <p>Low Farm Roundabout – signal conversion</p> <p>Hewitt's Circus – upgrade</p> <p>Love Lane Corner – signal conversion</p> <p>Cleethorpes Rail Station Platform Capacity Improvements</p> <p>Cleethorpes Cycle Hub</p> <p>Corporation Road Bridge</p> <p>Single junction and cycleway amendments on approach Grimsby Town Centre</p> <p>Corporation Road/Victoria Street – signal junction amendments</p> |
|--|--|

Rail Investment Strategy

RECOMMENDATION:

That the Board consults the local authorities in its area to determine whether they would endorse the proposed rail strategy indicated in the box below.

Our rail strategy

The draft Rail Strategy will address network and service improvements for both passengers and freight.

The priorities have been split into groups of improvement schemes; incremental, linked to East Midlands Trains (EMT) Franchise and Non EMT related. They are displayed below and appear in priority order (until the draft is agreed):

Potential Incremental Improvement Services

All year round and all day Sunday service including routes that presently have no Sunday services. No additional rolling stock needed –mainly crew costs – potential cost of £500k to £1m pa, depending on the service level.

Upgrade Lincoln – Sheffield to Northern Regional Service – Use of improved rolling stock – part of northern franchise requirements.

Journey time improvements on the Joint Line taking advantage of line speed improvements – partially delivered as part of May 2015 timetable change.

Improvements to station and introduction of a community rail development fund – introduce minimum spend per year potentially £250,000 per annum.

Improved Scunthorpe – Doncaster timetable to better utilise frequency – limited impact on costs – mainly crew time.

Improved connection between Barton-on-Humber branch and TPE Services at Harborough – minimal may require timetabling.

Potential Service Improvements Linked to East Midlands Trains Franchise.

Development of hourly Lincoln – Birmingham service operated either by Cross Country or EMT. Depending on the commercial case, this service may be additional to the existing service – operating costs of £2m-£3m pa, if an additional service.

Clockface – half hourly Lincoln-Newark service – limited additional costs based around timetabling.

Extension of Newark-Grimsby service to Cleethorpes.

Table 10.3 Potential Service Improvements Linked to East Midlands Trains Franchise

| Improvement | Indicative Cost/Notes |
|--|---|
| Development of hourly Lincoln – Birmingham service operated either by Cross Country or EMT. Depending on the commercial case this service may be additional top the existing service | Operating costs of £2M-£3M pa, if an additional service, less if two services amalgamated |
| Clockface Half hourly Lincoln – Newark service | Limited additional costs based around re timetabling |
| Extension of Newark – Grimsby service to Cleethorpes and introduction of two hourly service, rising to hourly. Also introduce journey time improvements subject to infrastructure improvements | £1M to £2M operating costs depending on frequency |
| Two hourly clockface Lincoln – Doncaster service, operating all day, rising to hourly if RHADs station opened | £1M to £2M operating costs depending on frequency |
| All day hourly service between Sleaford and Lincoln | Limited – requires re timetabling and 2-3 extra services per day |
| Hourly Sleaford – Peterborough service operating all day with potential for peak additional services between Spalding and Peterborough | ~£500k pa operating costs based on five additional services per day |
| Development of an integrated timetable maximising connectivity across Lincolnshire, thorough interchange at key nodes such as Lincoln and Sleaford | Delivered as part of timetable improvements above |

Table 10.4 Non EMT Service Improvements

| Improvement | Indicative Cost/Notes |
|--|---|
| Development of Cleethorpes – Lincoln – London service as extension of Lincoln – London service | £5M annual operating cost based on one additional train required |
| Increase frequency to half hourly Doncaster – Cleethorpes | £1.5M - £2M pa depending on number of trains required |
| Half hourly Peterborough – Leicester service either by extending existing Birmingham – Leicester service, or extending Ipswich – Peterborough service | £2M pa assuming two trains required to operate service |
| Continued management of seasonal capacity issues on services to Skegness and Cleethorpes, the latter potentially being dealt with through weekday Sheffield – Retford – Brigg – Cleethorpes service. | Low – but predicated on availability of rolling stock in off peak periods |
| Enhanced rolling with improved passenger accommodation and capacity for Liverpool – Norwich and Birmingham – Stansted Airport services | Incorporated into increased leasing costs for trains |
| Development of stations at Littleworth and Robin Hood Doncaster Sheffield Airport | £8M each |
| Development of half hourly stopping service between Scunthorpe and Doncaster in addition to TPE service | £1M pa assuming one additional train required |
| Line speed increases Nottingham – Grantham – Sleaford – Skegness | Unknown depends on infrastructure upgrade required |
| Investigation of Grantham – Nottingham stopping service, initially at peak times potentially operating all day. | £500k pa assuming peak only service |

Our Rail Prospectus will provide a means for lobbying for rail improvements through links with Network Rail and other lobbying groups.

Airports and Ports

Easy and efficient access to our Ports (Immingham, Grimsby and Boston) is essential for the growth of the Greater Lincolnshire economy.

Access to our airports; Humberside airport and other airports such as East Midlands airport, Birmingham airport and Doncaster are also important.

The Port of Grimsby and Immingham is the UK's largest port by tonnage, handling around 12% of UK (62.6 million tonnes) cargo. The ports are of international trading significance, providing the economic gateway to the region and links to trading markets.

Benefiting from a prime deep-water location on the Humber Estuary, one of Europe's busiest trade routes, it plays a central role in the commercial life of the UK and is poised to seize new opportunities that will shape our future.

- Busiest UK Port Complex by tonnage (Grimsby and Immingham)
- South Humber Gateway – Europe's largest renewable energy and logistics parks
- The biggest Ro-Ro facility on the East Coast
- Northern European Airport Hub – Humberside Airport, England's largest helicopter facility (2nd largest in UK)
- UK freight hub – 25% UK freight passes through the South Humber Rail Line
- Established Operations and Maintenance facilities within the Port of Grimsby supporting the renewable energy sector
- Efficient Logistics Network linking Northern Lincolnshire with South and West Yorkshire
- Plans for Europe's largest off-shore wind farm (at the centre of a £100 billion off-shore wind market)
- Largest refinery cluster – 27% of UK total capacity
- Second largest UK chemical cluster - £6 billion
- Energy Capital – 8% UK Grid Capacity
- Largest Combined Heat and Power Plan in Europe (Philips 66)
- Growing Operations and Maintenance facilities within the Port of Grimsby supporting the SNS Wind Farms
- Largest Steel producing plant and Long Products Division in England, based at Scunthorpe, with direct rail connection to the South Humber Ports, including iron ore imports and links with the steel requirements of the North Sea wind farm
- Centre of Food Processing excellence
- A Seafood industry worth £2.5 billion with 60% of all seafood consumed in the UK processed in the Humber area
- Largest concentration of food manufacturing, innovation, storage and distribution in Europe
- The development of the Humber Ports to create a new east-west transport corridor for the North

To realise the growth potential of the South Humber Gateway, the following strategic transport infrastructure projects have been identified:

- Upgrading and dualling the first 1.7 kilometres of the A160 and junction improvements from A180 to the northern/western entrance to Immingham Port through Highways England's A160 Port of Immingham Improvement Scheme. Works commence in 2016 with completion in 2016.

- Gauge enhancements from the ports out to the East Coast Mainline at Doncaster. By heightening bridges and widening platforms, it will achieve a standard of W10 and W12, which will enable the transport of larger containers and European containers out of the ports, increasing economic competitiveness as a leading UK port (Network Rail's Northern Route Utilisation Strategy).
- Internal highway improvements to enhance the existing highway infrastructure including Rosper Road, Haven Road, Eastfield Road, Chase Hill Road and provide new highway north of Chase Hill Road.
- The South Humber Bank Transport Study addresses the requirement for highway improvements and transport assessments (including walking, cycling and public transport improvements) within the SHBE-1 site.

RECOMMENDATION:

The the board consults the relevant ports authorities in its area to determine the priorities for investment that the GLLEP can add most value to in a lobbying position.



Background:

Alongside agri-food and manufacturing, the GLLEP Strategic Economic Plan recognises the Visitor Economy as offering one of the three defining and strongest sectors that offer the most competitive advantage.

The vision for the Visitor Economy in Greater Lincolnshire is that by 2020 the Visitor Economy will be recognised as having made a real and positive change to Greater Lincolnshire's economy. It will be seen to have delivered growth, safeguarded and created jobs, driven investment and had a positive impact on the quality of life for Greater Lincolnshire residents.

The Visitor Economy is worth over £1.9bn per annum to the Greater Lincolnshire economy (Scarborough Tourism Economic Activity Monitor, STEAM 2014), supporting over 39,000 jobs (latest Business Register and Employer Survey - BRES, ONS, 2014) and has long-term growth potential. The culture, heritage and environment of Greater Lincolnshire all combine to attract more than 31 million visitors each year (STEAM 2014).

This demonstrates both the value and future potential of the Visitor Economy to Greater Lincolnshire and the GLLEP has established an aspiration to substantially grow this figure by capitalising on our heritage and environment assets.

To support this aspiration the GLLEP and lead Economic Development Councillors agreed a Destination Management Plan at the end of 2013 and a Strategic Tourism Group was established with accountability to both the GLLEP and lead Economic Development Councillors Group to:-

- Champion and represent the tourism and visit economy sector
- Support Partnership Working
- Be custodians of the Destination Management Plan and drive forward the priorities
- Shape the future of tourism development in Greater Lincolnshire

Supporting this, the Greater Lincolnshire Destination forum was created – an officer group for tourism in Greater Lincolnshire incorporating local authority representatives as well as the two Destination Management Organisations in the County – Visit Lincoln and Visit East Lincolnshire. The Strategic Economic Plan ambitions in regard to the Visitor Economy are (and comparable in the Destination Management Plan);

- To secure further investment in the tourism sector.
- To improve access as the current road and rail infrastructure remains a significant barrier to growth.
- Simplify & co-ordinate Greater Lincolnshire's online presence.

- Enhance the quality of the visitor experience through investment in visitor infrastructure and extending the cultural offer through links with the Arts Council and others.
- Develop Customer Service and other skills of the visitor economy workforce.

Restrictions to growth:

1. Despite recent gains the sector faces problems that will impede future growth, including the current road and rail infrastructure, uncertainty over the future of sustainable flood defences and the availability of a skilled workforce.
2. The most important context for any business support in the visitor economy sector will be the move to the living wage and pension auto-enrolment. Implications include reduced staff levels and adopting new systems. In Greater Lincolnshire, this is a very important issue given the nature of the economy and workforce. It is therefore necessary to ensure that the business support offer rises to this challenge. Presently, there is no specific tourism related advisory services.
3. Support also needs to be given to the industry following the restriction in term-time holidays for school age children, which has resulted in a decrease in mid-week breaks during May, June and September.
4. A high seasonal pattern of activity has contributed to a large scale temporary workforce with low aspirations for upskilling, key skills shortages and poor customer service.
5. A high proportion of day visitors have seen a lack of investment in serviced accommodation with current provision experiencing high occupancy and poor ambition for an improved quality offer.
6. Greater Lincolnshire's tourist industry is not particularly well balanced, in the sense that it should be like a triangle, with first rate 'big draw' tourist attractions at the top, middle ranking attractions below them and small attractions below them – all feeding off each other. The investment in Lincoln Castle has done much to redress the 'big draw' issue, but there are many small attractions and too few middle ranking ones.
7. There are ambitious growth expectations for manufacturing, agri-food, renewables, care services and the ports/logistics (key sectors highlighted in the Strategic Economic Plan (SEP) and Devolution plans), but possibly not such a co-operative voice for culture, heritage and the visitor economy for Greater Lincolnshire (despite the visitor economy appearing in both the Devolution and SEP documents). These are not discrete markets but important parts of the overall tourism offer and we should be pushing for a more cohesive approach (a family of 4 could want to partake in all these areas to provide a great holiday). Perhaps instead of continually focussing on geographical boundaries we should be making a case for evidencing the impact of these three sectors on growth, economy and place.
8. In the Greater Lincolnshire Destination Management Plan alone there is a list of over 20 groups and organisations involved in promoting various areas or sectors in the county. As a business or person wishing to re-locate to the county there is probably some confusion as to where to go for information, advice or inspiration. Greater Lincolnshire is diverse - rather than seeing this as an obstacle, should we view it as an attractor? From City to Coast to Countryside we have a diverse landscape that should be appealing and attracting more growth than it currently is.

9. Need for more research: this is a UK wide problem. As a whole the Greater Lincolnshire tourist industry does not know enough about its customers: who they are, where they are coming from, what they think of us, what those who do not come think of us. We do not have enough information about how successful the industry is or how it impacts on the Lincolnshire economy. This information is critical for targeted marketing and for attracting new investment. So for example based on occupancy rates we should be seeing more hotel investment but possibly investors are not being supplied with the appropriate information that they need to make those decisions.

However, with the right support from the public sector, the private tourism sector will continue to thrive –and our ambition is that it will double in value by 2020. Research shows that people spend increasing amounts of time and money on leisure pursuits –visitor activity, holidays, etc. – growth of greater Lincolnshire's visitor economy will not displace activity in other parts of the UK, it will grow it in absolute terms.

Recommendations for the GL LEP to consider:

The Destination Management Plan 2013 – 2020 states the ambition to double the value of tourism. At the time the latest STEAM report was from 2012 and the overall impact was calculated at £1.7bn for Greater Lincolnshire. **Therefore, the Greater Lincolnshire LEP should consider a target for the value of the visitor economy to be worth £3.4bn by 2020.** The Visitor Economy is now worth over £1.9bn per annum to the Greater Lincolnshire economy. Therefore, growth of £1.5bn over the next six years would equate to a year on year increase of approximately 9%. **To achieve this ambitious growth consideration needs to be given to the restrictions to growth and what the GL LEP can do to help overcome some of these hindrances.**

A stronger unified coherent voice is needed to represent the industry as a whole – culture, heritage and the visitor economy for Greater Lincolnshire. Making a case for evidencing the impact of these three sectors on growth, economy and place has begun with the GLNP commissioning a report into the value of nature tourism for Greater Lincolnshire. **Consideration also needs to be given to evidencing the impact of culture and updating our understanding of the visitor economy for Greater Lincolnshire (see appendix 1).**

Further investment into the sector, along with the ambitious targets for growth within the sector will only be achieved with one coherent strategy to improve the perception of the area to attract and retain businesses, investment, visitors, new and highly skilled residents and students. This strategy needs to be flexible to take into account the hugely divergent economies across Greater Lincolnshire.

The aspiration is to not just promote Lincolnshire as a tourist destination, but have a plan for growth and change that will improve the place for local communities through to attracting potential investment and creating jobs. Place marketing and place making are intrinsically intertwined; therefore a co-ordinated approach is needed to ensure Lincolnshire retains its uniqueness and authenticity, whilst influencing and encouraging growth. We need to create a place where professionals wish to move to stop recruitment issues in schools, health, legal etc. – it's not just about creating jobs but being able to fill vacant positions.

The GL LEP are asked to support a working group to pursue a framework for place marketing to deliver long term sustainable and profitable growth with specific objectives to include:

- Attract investment and support growth
- Year-round quality tourism offer that will see the value of tourism double by 2020
- Attract and retain a skilled workforce
- Work collectively with higher educational facilities to attract overseas students

Competing demands for a limited supply of private sector marketing investment capital means that through co-ordination better value for that investment can be delivered. This can reduce the risk of a fragmented approach that could damage holistic growth aims by providing mixed, or at worst, contradictory messages.

Initial feedback has suggested an arm's length organisation to Lincolnshire County Council would be needed to achieve 'buy-in' from the private sector. There would be a co-ordinating role to 'own' and drive forward the strategy and get support from stakeholders. Support and influence of LCC and the GL LEP is crucial to add gravitas yet autonomy is equally important to attract financial support and operate for the benefit of multiple stakeholders. **Comments from the GL LEP are welcome on how this could be facilitated.**

Finally, the ambition to simplify and co-ordinate Greater Lincolnshire's online presence can reflect the above and focus on a place marketing approach. The Greater Lincolnshire Destination Forum has been consulted on the next steps for VisitLincolnshire.com (post March 2016) and have agreed for the website to be transferred to the ownership of the Lincolnshire Chamber of Commerce. There will be a clear directive for this website to be focussed on Greater Lincolnshire and combined resources to extract synergies. **GL LEP support is requested to pursue this course of action in line with the framework for place marketing.**

Appendix 1: Highlights from the LCC Tourism Review

Briefly tourism structures in Lincolnshire are as follows. The County Council has a small tourism team that largely concentrates on product development, although it has picked up some marketing and PR work since the demise of Visit Lincolnshire. All the district councils have a tourism officer, but most now have wider duties and some have devolved their budgets to a Destination Management Organisation (DMO). There are two DMO's in Lincolnshire: Visit Lincoln is the most developed and there is also Visit East Lincolnshire; Visit South Lincolnshire has looked at forming a DMO but this hasn't progressed as yet.

Lincolnshire County Council delivers a number of services which have an impact on tourism such as:

- Heritage services, which operate tourist attractions such as Lincoln Castle
- Environmental services, who operate some visitor facilities such as nature reserves
- Public transport, which visitors use to travel around the county

The review intends to cover the focus of the Tourism Development team rather than this wider range of services.

Tourism and its value to the UK led to a recent announcement of the government's new Five Point Plan to boost tourism - spreading the benefits of one of the fastest growing sectors beyond the capital, helping to create jobs and rebalance the economy. A new inter-ministerial group will be formed and will focus on five key areas:

- A better coordinated sector: the sector is too fragmented - we want to see local attractions and tourism organisations collaborating to grow the sector for everyone not competing.
- Skills and jobs: Driving and retaining talent in the sector to encourage growth
- Common sense regulation: Reforming regulation sensibly to drive competition and improve the tourism offer for visitors
- Transport: Forging innovative links between the transport and tourism sectors to help visitors travel outside of the capital
- An improved welcome: Delivering a world class welcome at the Border
-

How does the work of the County Council's tourism team currently match against this?

Coordination: we believe that through our county-wide brief and projects like Select Lincolnshire, Lincolnshire Waterways and Historic Lincoln this has long been our approach. Lincoln Castle Revealed was praised by Heritage Lottery Fund for its wider focus acting as a catalyst for tourism in the county. However it has proved harder to get some of the tourist industry as a whole to see how Lincoln Castle is an opportunity for their business. They are supportive of the restoration but somehow see it as separate or remote from them. We are continually encouraging them to "think like a visitor" but not all are achieving this yet.

Skills and jobs: there is an on-going problem that jobs in tourism are seen as of low value and when a mantra is repeated often enough it tends to become self-fulfilling. In a US or European context, the hospitality sector has a far better reputation and makes more investment in its staff. Many tourism businesses in Lincolnshire are family run and through projects like Select Lincolnshire we have endeavoured to encourage training of staff. There is much still to do here; evidence from the Select mystery shopper's reports indicates year after year that businesses are boosted or let down by the quality or otherwise of their staff.

Tourism offer: Lincoln Castle Revealed, Select Lincolnshire and Lincolnshire Waterways are all examples of where the County Council has invested in the tourism product. The issue of confidence in the food sector and more widely in relation to the County of Lincolnshire was felt to be a key factor in the widespread support for Select Lincolnshire. The Castle has seen a trebling of its visitor figures to date and a huge increase in positive national and international PR, so we know that investing in the tourism product pays dividends both for the attraction itself and for Lincolnshire's profile. LCC has also invested in its other heritage sites and countryside visitor facilities and there are further plans proposed. Nationally the quality of the tourism offer is considered of great importance and there is a level of acceptance within the tourism industry (not confined to Lincolnshire) that some businesses don't recognise that visitors have high expectations and that there is a continued need for investment across all sectors.

Transport and tourism: with other interested parties the County Council has worked hard at improving the rail links between London and Lincoln and this summer has seen some special direct trains connected with the Magna Carta 800 event programme which has proved an interesting trial.

Improved welcome: the County Council working with the Districts and Boston College put in place welcome training for the tourist industry in readiness for the 2015 celebrations. Take-up for Welcome Host was reasonable, but poor for the Ambassadors training; an online resource which aimed to improve the Lincolnshire product knowledge of staff in the tourist industry. Anecdotal evidence in Lincolnshire is that the tourist industry is largely friendly but often unprofessional.

Main points from the consultation with the Strategic Tourism Group:

Is it the role of the County Council to engage in marketing? There was some divergence here, but some disbelief from the tourist industry representatives that we would not be undertaking and didn't have the resources for marketing. They are supportive of the work we have done on product development but marketing is an issue. Arguably marketing isn't our role and something the DMO's can undertake. However, many parts of Lincolnshire are not covered by a Destination Management Organisation (DMO). What appeals to the visitor and what they buy into is the whole: the countryside, the coast, the heritage, the accommodation, the towns and villages, the food, the ambience – some of these elements cover businesses that can contribute to the marketing; other areas like countryside walks are free to all.

The connection between the visitor economy and place marketing was considered very powerful – the places where people aspire to live, are frequently those where they also aspire to go on holiday to. So the quality of life messages work for both. All concerned about the need for more hotel investment and agreement that there has been a piecemeal approach to this in the past and that we may not have been supplying the sort of information that a potential investor would require. Need for a Lincolnshire-wide approach and no mixed messages.

www.visitlincolnshire.com as requested is now a signposting website, but has lost income generation opportunities and therefore its future sustainability as a result.

LCC Objectives:

Visitors will come to Lincolnshire regardless of anything the County Council might do or not do. However destination marketing is competitive and others both in the UK and overseas are selling their areas hard. Lincolnshire has seen some very positive growth in its visitor economy, but it is from a low base. We need to keep our market share and ideally increase it.

Lincolnshire's visitor economy has everything to gain from working together, every part of which feeds off and supports every other part and accept that a tourist will not be 'parochial' in the way they want to discover what we have in the county. We need to encourage businesses to 'think like a visitor' and to continually invest in the quality of that visitor offer.

The visitor economy impacts on many areas: the road and rail infrastructure, parking, leisure facilities, retail, events, cleanliness, the public realm, investment, the welcome, friendliness and general ambience. We need to value the visitor economy and ensure that it is built into the overall Lincolnshire offer.

Some businesses are stuck in the past, almost in a dependency culture, wanting things to be done the way they have always been done. We need businesses to be receptive to more imaginative solutions, particularly in working together to create win/win positions.

The economic value of nature tourism in Greater Lincolnshire



The Greater Lincolnshire Nature Partnership (GLNP) has commissioned independent research into the economic value of nature tourism in Greater Lincolnshire.

Nature tourism makes a significant contribution to Lincolnshire's economy. Yet the scale and scope of this contribution has not been fully recognised – many natural attractions are free, do not count visitor numbers and these figures are not included in these tourism statistics despite the large numbers that visit them. For example:

- Over 60,000 visitors to the seals at Donna Nook in November and December extend the season offering the opportunity to create value in quieter months
- The Lincolnshire Wolds Walking Festival brings 4,600 visitors to a different part of the County and is valued at over £500,000. It has proved such a successful concept it is now being trialled in the south of the county
- Saltfleetby-Theddlethorpe Dunes National Nature Reserve supports over 26 FTE jobs and £845,000 in GVA, primarily through its 290,000 visitors per annum

Nature tourism is also a growth sector, the RSPB reserve at Frampton Marsh showed a 300% increase in employment following investment in visitor facilities. The reserve now supports 16 FTE jobs and has a total impact of over £1 million. This is corroborated with national research that finds the total GDP from the natural heritage tourism economy is £12.4 billion with total employment of 349,607; and it is forecast to grow strongly in the next 10 years.

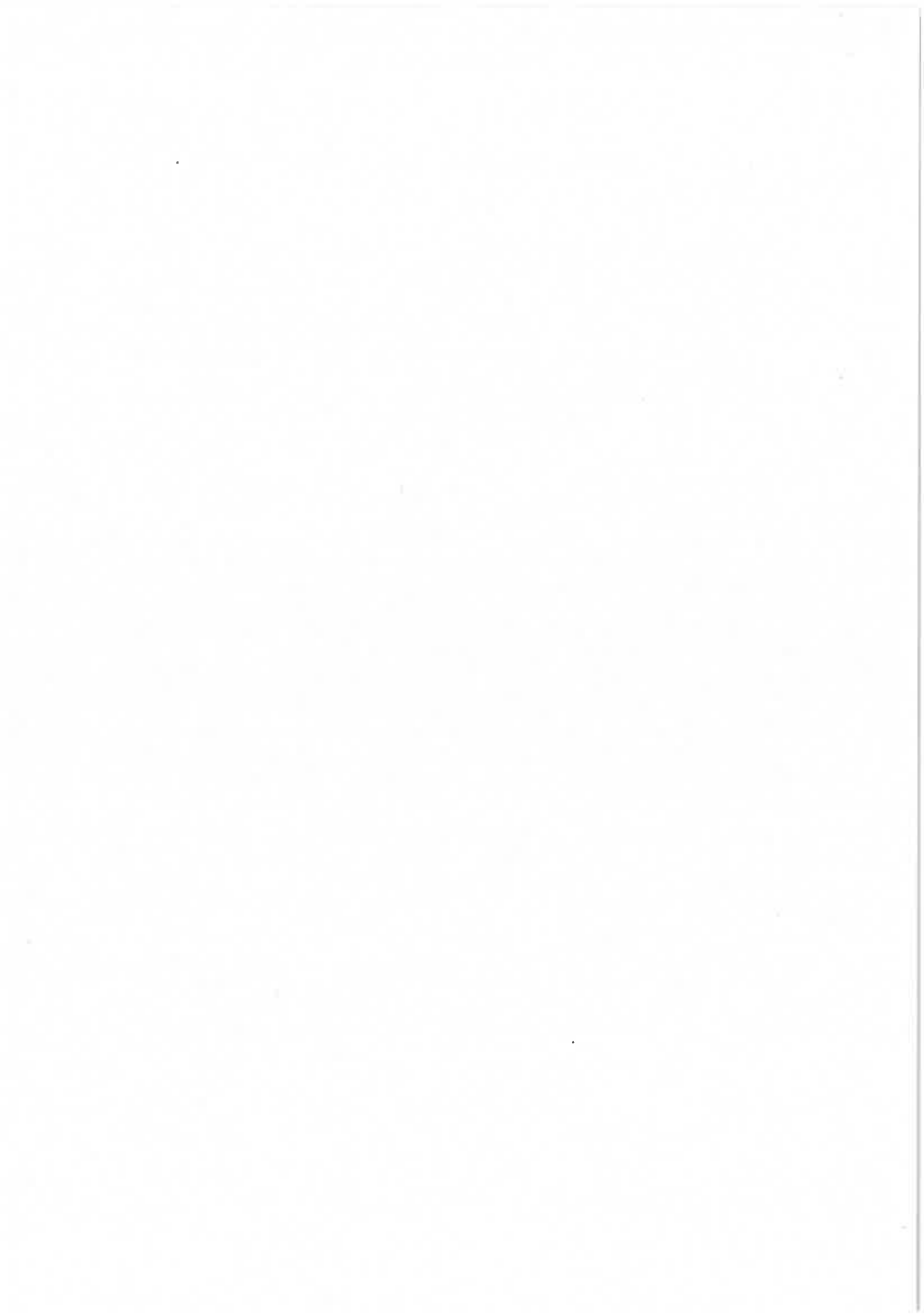
The research will enable better decision making both at the policy level and for the individual small businesses that make up the majority of the sector thereby increasing visitor revenues. In the longer term it should also lead to better protection and management of the natural environment creating an improved sense of place and contributing to the wider economy. There is an increasing body of evidence that higher quality places to live and work increase not only the draw to employers and employees but enable them to be more productive when they are working.

The research report will contain an assessment of the current nature tourism asset, an economic valuation and recommendations for the future including barriers and opportunities. The results will be presented at the Board meeting. The full launch will be at the GLNP conference on the 12 November at the Brackenborough Hotel. GLLEP board members are invited to attend.

The GLNP is a partnership of 48 organisations across Greater Lincolnshire. The Partners include Lincolnshire County Council and almost all of the Districts, statutory agencies, Internal Drainage Boards and NGOs. Our role is to achieve more together than individual Partners can alone (www.glnp.org.uk). The GLNP achieves this by adding value to existing initiatives, seeking to fill gaps and preventing duplication. There is a clear knowledge and marketing gap with nature and tourism and this is one area the GLNP is working to deliver on.

The GLNP would like to thank the GLLEP for their contribution towards the cost of the research.

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The purpose of this note is to brief the LEP on reviews of post-16 training institutions, or "Area Reviews" as they have become known.

Background and Policy Context

The post-16 education sector is critical to Government strategy of raising productivity and economic growth. In order to deliver their objectives, Government believe that substantial change is required within the Further Education (FE) College sector. Government want to move towards fewer, often larger, more resilient and efficient providers.

They expect this to enable greater specialisations, creating institutions that are genuine centres of expertise, while also supporting institutions that achieve excellence in teaching essential basic skills - such as English and Maths and maintaining universal access to education and training from age 16 upwards for students of all abilities, including those with special educational needs and disabilities.

As a result, Government has announced that the Departments for Education and Business, Innovation and Skills will facilitate a programme of area-based reviews quickly.

Reviews will provide an opportunity for institutions and localities to restructure their provision to ensure it is tailored to the changing context and designed to achieve maximum impact. Focus will be on FE and sixth-form colleges, *although the availability and quality of all post-16 academic and work-based provision in each area will also be taken into account.*

Area based reviews will need to take into account:

- local economic objectives and labour market needs;
- national government policy, (the desire for specialisation, the identification and establishment of centres of excellence such as Institutes of Technology and the need for high quality English and Maths provision);
- access to appropriate good quality provision within reasonable travel distances, particularly for 16-19 year olds and students with special educational needs and disabilities;
- funding, including the need for 16+ providers to operate as efficiently as possible within a tight fiscal environment;
- effective support for the unemployed to return to work;
- legal duties relating to the provision of education, including but not limited to section 15A of the Education Act 1996 and section 86 of the Apprenticeships, Skills, Children and Learning Act 2009.

Government will work with individual institutions and local authorities/combined local authorities and LEPs in defining the areas to be covered by each review and how the review will be carried out, within a national framework. In some areas, there will be natural boundaries (for example, for provision within individual cities or LEP areas). In others, it may be necessary to take a more pragmatic approach to reflect travel routes, and effective local economic regions.

Area review steering groups will be composed of a range of stakeholders within the area; likely members include the chairs of governors of each institution, the FE and Sixth Form College Commissioners, local authorities, LEPs and Regional Schools Commissioners.

The steering group will oversee and steer the review's work, including analysis and consideration of options. However, it will be for the governing bodies of each individual institution to decide whether to accept the recommendations – reflecting their status as independent bodies.

The steering group will also be asked to consider the establishment of Institutes of Technology to provide specialist higher level professional and technical education.

Government involvement in these reviews will be proportionate to the level of risk and the ambition to establish access to higher skills and specialised learning. The college sector is and should remain independent.

Local areas also have responsibility for influencing the structure of provision to ensure it meets the economic and educational needs of their areas. The role of local authorities and LEPs on the review steering groups reflects this responsibility, and we also expect them to engage in driving the review's analysis and developing solutions which best meet the needs of young people, adults and local economies.

Implementing Changes

Governing bodies will be responsible for deciding whether to accept recommendations relating to their institutions. If recommendations are accepted, individual institutions will be responsible for implementing changes following a period of consultation.

Greater Lincolnshire

Greater Lincolnshire is a large, complex area with six important sectors and at least eight travel to work areas. We need to think carefully about our preferred geography in Lincolnshire and be aware of where our businesses and populations access adult skills in the FE sector. There are strong links to colleges outside of Greater Lincolnshire. The ESB is currently gathering data to give us an insight into this relationship.

In the Greater Lincolnshire LEP area, there are 7 FE Colleges (including Riseholme that is run by Bishop Burton based in Hull) and 2 Six Form Colleges.

Institutes of Technology (IoT)

To address the shortage of professional and technical skills, Government is considering a new system of technical and professional education. They want to establish a network of prestigious Institutes of Technology that will provide the higher level skills that employers demand, primarily at levels 3-5. It is envisaged that, in most areas, there will be 1 per LEP area with strong employer ownership of proposals.

FAQs:

What is an area?

These will be defined by reference to functioning economic areas, size of population and area, travel to learn areas, natural political or economic boundaries.

What provision will be reviewed?

All 16+ provision, regardless of who delivers it or whether they are being reviewed as institutions.

Re-defining Need and Curriculums

LEPs and Local Authorities will need to lead an analysis of economic priorities over the next 5-10 years. *We need to be mindful that changing provision will not, on its own, change the demand that young people have for jobs and training.*

Are Schools included?

It does not seem likely that schools can be included in the timescales that Government wish to achieve the FE review, but their provision will and recommendations about structures may still be made by the steering group.

Timeline

All reviews will be complete by March 2017.

A number of areas are already underway, having been triggered for financial reasons.

Cost

Areas with relevant devolved skills budgets will be expected to provide funding and support to implement the changes.

Other Notes:

The spending agency for BIS is the Skills Funding Agency (SFA). They procure all apprenticeship training and training for all aged 19 and over.

The spending agency of DfE is the Education Funding Agency (EFA). They procure all education up to 18.

During the first week of September, Boston College, Grantham College and Stamford College formally announced that they are collaborating to find ways of working together.

Further Information

Outline of review of post-16 education and training institutions (July 2015)

<https://www.gov.uk/government/publications/post-16-education-and-training-institutions-review>

Guidelines for review of post-16 education and training institutions (September 2015)

<https://www.gov.uk/government/publications/post-16-education-and-training-institutions-area-based-reviews>

